

## *Navy Lakehurst,*

President's Day, 21 February 2005 marked the two-year anniversary of the start of my stewardship of this great installation. It has been my custom in each of my previous command tours to provide an annual *"state of the command"* assessment to those I'm privileged to serve as CO. It is intended to catalog the many accomplishments that we realized during the preceding year and the challenges we successfully addressed together. It is also intended to offer a look ahead to some of the challenges and opportunities that I see before us in the coming year.

In 2004, Lakehurst was recognized with two singularly distinctive awards that were a direct reflection of the strength of our collective efforts. The **Commander-in-Chief's Installation Excellence Award**, a Presidential level award, recognized Lakehurst as the best managed Navy base worldwide and represented the first time this installation (or any other former NAVAIR installation) received this award. Dale Carnegie is a name synonymous with leadership excellence. In 2004, Lakehurst received the high honor of being selected for the **Dale Carnegie Leadership Award**. Presented to a select few organizations throughout the world, Lakehurst's receipt of this prestigious award marked the first time in the history of this award that it was bestowed on a governmental organization. While Lakehurst was privileged with the receipt of many other awards in 2004, these two typify the unparalleled excellence that each of you are a unique and integral contributor to.

The following represents a *rough* summary of last year's efforts:

### **25+ Distinguished Visitors Hosted**

- Vice President Dick Cheney .
- Senator Jon Corzine (D-NJ).
- Congressman Chris Smith (R-NJ).
- Congressman Jim Saxton (R-NJ).
- Congressman Frank LoBiondo (R-NJ).
- Congressman Curt Weldon (R-PA).
- Mr. Andy Napoli (Cong C. Smith representative)
- Admiral William J. Fallon, USN, Commander, Fleet Forces Command.
- VADM Wally Massenburg, Commander, Naval Air Systems Command.
- RADM Christopher Weaver, Commander, Naval Installations Command
- RDML Walter Skinner, Naval Air Warfare Center Weapons Division, NAVAIR Airspeed Coordinator.
- RDML Jeff Wieringa, Commander, Naval Air Warfare Center Aircraft Division.
- RDML Peter Williams, PMA-241.

- CAPT Spence Miller, PMA 251.
- CAPT Tom Vandenberg, PMA 260.
- Ms. Mary Lacey, Program Executive Officer, NSPS.
- Lt Gen Welekam, USAF.
- Maj Gen Chris Kelly, USAF, Commander, Air Mobility Warfare Center, Fort Dix.
- New Jersey Congressional Delegation Staffers annual visit.
- Mr. Clarence R. “Dick” Anderegg, Director of Air Force History.
- Brig Gen Del Eulberg, USAF, Air Mobility Command/A7.
- Brig Gen Jarris Sanborn, USAF, Air Mobility Command/Staff Judge Advocate.
- Defense Advanced Research Projects Agency (DARPA) Unmanned Combat Aerial Vehicle (UCAV) Program Manager, Mr. VanOlinger, CAPT Chris Earl and Dr. Leo Christodoulou.
- French Delegations (in support of numerous ALRE programs).
- Ms. Pam Aroesty, NAVAIR Deputy Commander for Program Management (AIR-1.0).
- Ms. Diane Townsend, Counsel, Naval Air Systems Command.
- Assistant Commissioner Lisa Jackson, New Jersey Department of Environmental Protection (NJDEP).
- Mr. Peter Handal, President & CEO, Dale Carnegie and Associates.

## **71 Newspaper Articles - 40 Press Releases**

- Asbury Park Press.
- Philadelphia Inquirer.
- Daily News Washington Bureau.
- Burlington County Times.
- Bergen County Record.
- Ocean County Observer.
- Star Ledger.
- Times Beacon.

## **5 TV News Spots**

- NBC Channel 4 - New York City.
- News 12 - NJ News Channel.
- Comcast Cable Channel 8 - NJ

## **9 TV Interviews**

- Comcast Cable Channel 8.
- News 12.
- Navy Marine Corp News.

### **3 Radio Interviews**

- **WOBM 92.7 FM.**

### **14 Separate Community Groups addressed by Lakehurst Leadership**

- **Retirement Community Groups.**
- **Service Organizations (Lions, Elks, Rotary, church groups).**
- **Municipal Government organizations (Mayors, Planning Boards, Freeholders, etc).**
- **School Groups.**

### **10+ Service Awards Received**

- **Commander-In-Chief's Installation Excellence Award 2004** (Nominated by Commander Navy Region Northeast for the 2005 award, marking the fourth consecutive year we've been nominated to represent our major command).
- **Dale Carnegie International Leadership Award.**
- **Federal Government E-Gov Award for the Auto Shot & Recovery Log (ASRL) Web enabled system.**
- **NJDEP Environmental Leadership Award.**
- **Ocean County Emerald Society Fire Unit of the Year.**
- **Fire Service Award for Excellence.**
- **200 Club of Ocean County Valor Awards - Fire & Emergency Services (2).**
- **National Night Out - Military Award (3rd consecutive year)**
- **Navy Region Northeast nominee for Commander-In-Chief's Installation Excellence Award (4th consecutive nomination, first two under NAVAIR)**
- **Meritorious Unit Commendation from SECNAV (first in Lakehurst's history).**

As mentioned above, the accomplishments that have formed the foundation of the Lakehurst story of the past year are many and diverse. They reflect a dedication to Service and a Spirit of Innovation that has existed at this installation for over 83 years. Certainly core among the past year's most rewarding accomplishments has been our continuing unparalleled support for the Sailors, Marines, Soldiers, Airman, and Coast Guardsmen who continue to wage the War on Terrorism. Through our unique core Navy and Marine Corps mission and the important missions of our numerous and diverse Joint/Interagency tenant commands, Lakehurst has supported the War on Terrorism both at home and abroad, on the seas, in the air, and on the land. We have done this, not only through

the effective accomplishment of our respective missions, but also through a spirit of innovation that continually strives to accomplish those missions with greater efficiency. In this way, we provide our warfighters with twice the support, providing them service that is second-to-none, while working to free up scarce resources necessary to ensure their continued current and future readiness. While not a complete list, below represents some of the significant accomplishments that supported both increases in our collective mission effectiveness and efficiency, last year:

### Other Significant Accomplishments

- Tenant Commands
  - **EXPANDED MISSION - Naval Air Systems Command (NAVAIR)**
    - Broke ground on a revolutionary \$20.5M Electromagnetic Aircraft Launch System (EMALS) military construction (MILCON) project.
      - A transformational system, destined for the transformational aircraft carrier of the future (CVN-21), EMALS will reduce the manning required to operate and maintain the catapults and will increase the reliability, maintainability, and availability of the ship's catapults, while better tailoring the loads imparted to launching aircraft (reducing the aircraft fatigue life expenditure during launch).
  - **Army's Mid Atlantic Recruiting Battalion.**
    - Broke ground on a new 10,300 square feet, \$2.5M battalion operations facility.
      - The first non-Navy Military Construction (MILCON) project onboard Navy Lakehurst in our 83 year history.
        - This, along with our two current Navy MILCON's (EMALS and Consolidated Fire House) represents the first time in recent memory that we've had three MILCON's underway, simultaneously.
  - **Navy Mobile Construction Battalion TWENTY-ONE (NMCB-21).**
    - Coordinated with NAES Lakehurst to turn required training into need infrastructure improvements, saving an estimated \$1.2M.
      - Conducted paving training by paving remaining gravel portions of the South Boundary Road, which connects Lakehurst to Fort Dix.

- Began construction of Fire Arms Training Simulator (FATS) facility within their compound.
  - Lakehurst Security will be able to use, enhancing training, reducing costs.
- **EXPANDED MISSION - Army - AEREON Project.**
  - Contract awarded by the Army to test a UAV glider inside one of our cavernous hangars.
- **Department of Justice.**
  - Received budget approval (\$6.8M) for a dedicated permanent hangar aboard NAES; currently in bidding process.
- **FUTURE MISSION - New Jersey Army National Guard (NJARNG) - Air.**
  - NJARNG currently preparing spaces for relocation and consolidation of helicopter aviation assets to NAES. Anticipate arrival in spring of '06.
- **EXPANDED MISSION - New Jersey Army National Guard (NJARNG) - Ground.**
  - \$26M in FY06 President's Budget for NJARNG Consolidated Logistics and Training Facility Phase 1 (of a 4 phase, \$~75M project).
- **EXPANDED MISSION - DARPA - Air.**
  - Flight demonstrations using the Wide Aperture Surveillance Platform UAV (WASP UAV).
    - Intended to lead to operations from small ships and short airfields, allowing new military and commercial capabilities.
- **DARPA - Ground.**
  - Field-testing the Mobility Network Multiple Input/Multiple Output (MNM) project to demonstrate the suitability of using MIMO data communication techniques to improve data communications capabilities in a high multi-path environment. Part of the Army's Future Combat Systems (FCS) effort.
- **Air Force's Air Mobility Warfare Center / 421st Combat Training Squadron - Eagle Flag Exercises.**
  - Lakehurst continued to serve as the Field Training Exercise site for this newest Air Force "Flag" exercise under the Dix-

**Lakehurst-McGuire Joint Installation Partnership  
Memorandum of Understanding.**

- Six exercises were conducted.
- Eagle Flag is an Air Force scenario-based field training exercise designed to test the integration of Agile Combat Support (ACS) capabilities, expeditionary preparatory actions and individual functional skills. During Eagle Flag, approximately 350 Air Force combat support professionals from Air Force units and installations around the country converge on Lakehurst to demonstrate the capability to open, establish and command an operating location on foreign soil, ready to receive and sustain fully mission-capable forces within 72 hours of first arrival. Upon completion of the exercise, many of the graduates will deploy to Iraq and Afghanistan.
- To date, Lakehurst has supported through Eagle Flag and its predecessor, Phoenix Readiness, the training of nearly 5,000 deploying Air Force personnel.
- ***NEW MISSION* - Air Force's Air Mobility Warfare Center/421st Combat Training Squadron Contingency Response Group.**
  - Lakehurst provides training facilities, roads, and acreage under the Dix-Lakehurst-McGuire Joint Installation Partnership Memorandum of Understanding.
  - Air Force personnel from around the country participate in Security Forces Training to augment the Military Police battalions in Iraq.
  - Combat skills training consists of: convoy training, defense operations, entry control/checkpoint operations and patrolling, conducted both day and nighttime.
- ***NEW MISSION* - US Army 3/312<sup>th</sup> Battalion, 5<sup>th</sup> Brigade, 78<sup>th</sup> Division (Training Support).**
  - Lakehurst provides training facilities, roads, and acreage under the Dix-Lakehurst-McGuire Joint Installation Partnership Memorandum of Understanding.
  - Conduct Security Force Convoy Operations Training exercises for units being mobilized to Iraq to augment Military Police battalions.
  - Training includes reacting to ambushes and mines, conducting roadblocks, convoy security, route regulation and enforcement, and hasty attacks.

- ***FUTURE MISSION* - U.S. Air Force C-17 Assault Landing Zone (ALZ).**
  - Lakehurst leadership worked with CNI and Air Force to define the orientation and design of the proposed C-17 ALZ.
  - NAES Lakehurst will serve as the training site for Dover AFB and McGuire AFB based C-17's.
  - NAES Lakehurst Department personnel working with Air Force on project design and operating procedure details.
- ***NEW MISSION* - The Ocean County Board of Health.**
  - Entered into an agreement with NAES Lakehurst to utilize Building 111 as a Receipt, Storage and Staging Facility for the Strategic National Stockpile (SNS) in the case of a Bio-Terrorist event in Ocean County.
    - The Strategic National Stockpile, or 12-hour push package, will be deployed to Ocean County after a federal decision has been made based on a request by the Governor of New Jersey during an existing public health threat in Ocean or surrounding counties. The SNS package contains antibiotics, vaccines, medical supplies and equipment that will augment depleted state and local resources needed for responding to terrorist attacks and other emergencies.
- ***NEW MISSION* - Army National Guard's 42nd Infantry Division (ID).**
  - NAES Lakehurst partnered with Fort Dix to support the first complete National Guard Division mobilization since Korea.
  - 42nd ID Air Brigade (229th Air Brigade) shared Lakehurst facilities and air space with resident Lakehurst aviation tenants to complete their required six month mobilization syllabus.
    - 40+ Apache, Blackhawk, and Kiowa helicopters and 200+ troops directly supported.
    - Deployed to Iraq in September, 2004.
    - Proven ability to serve as part of a Dix-Lakehurst-McGuire (possibly Earle in the future) Joint Training & Mobilization Hub/Center of Excellence.
- **Environmental Accomplishments / Recognition.**
  - First Navy installation to be ISO 140001 certified (including tenants), successfully passing the required third party EMS audit.
  - Disposal (recycling) of abandoned aircraft at Westfield, cleaned up the base and brought in significant recycling funds.



- Natural gas conversion of power plant #2 (supports fleet-representative steam catapults) from heavy oil reduced operating cost, increased power plant reliability and availability.
- Fuel tank farm upgrade (\$500K) reduced risk of future spills, contamination.
- Innovative use of large caliper pine trees from the base forests to provide a living Force protection barrier for barracks.
- The station's recycling rate for FY04 including all waste streams (construction & demolition waste, metal, scrap wood, paper, etc.) was 87%, far exceeding the state goal of 65% and DoD goal of 40%. Excluding construction & demolition waste, NAES recycled 53% of its solid waste.
- Innovative cleanup of previously contaminated area with Nanoscale Bimetallic Particles.

### **Infrastructure Sustainment, Repair, Modernization, and Investment Initiatives.**

- Military Working Dog Kennel renovations completed (\$503K). Resident tenant, New Jersey State Police Urban Search and Rescue Team (Task Force One) has agreed to demolish old kennel as training exercise, saving estimated \$600K.
- Phase II of the Bachelor Officer Quarters renovation continues (\$1M). Includes kitchen facilities to mitigate closing of NAES Lakehurst Galley.
- Runway and Taxiway Repairs completed (\$1.7M).
- Emergency Generators and disconnects completed (\$650K), improving critical mission utility reliability.
- Major Electrical Upgrades to Substation #1 completed (\$800K), improving critical mission utility reliability.
- Replacement of buck-n-boost transformer completed (\$170k), improving critical mission utility reliability.
- Designed and awarded construction contract for Replacement of High Voltage Switches (\$655k) improving critical mission utility reliability.
- New Consolidated Crash & Fire Rescue Station facility construction commenced (\$4.5M).
- Award of the Heating Ventilating & Air Conditioning (HVAC) system repair at B562 (NAVAIR funded).
- Completed a total of 30 designs of projects above \$25k, valued at more than \$16M.
- Awarded facilities improvements for CiC award expenditure.
- B-129 asbestos removal for the NJARNG (\$153K project entirely funded by State of New Jersey).



- Completed major repairs to Lansdowne Road (combined common infrastructure impact funds collected from non-Navy tenants with Navy funds to complete first comprehensive road repaving in >10 years).
- Opened the Navy Lakehurst Information Center, providing the command with venue to showcase our past, present, and future missions to distinguished visitors and others. Funded and staffed by volunteers. Over 5,000 distinguished and other visitors passed through the center since it's opening last year.
- PW Self Help installed 20 Solar Lights, saving command over 100k in contractor costs and future years utility costs while providing enhanced safety and security during dusk hours in parking areas.
- PW Self Help renovated existing NEX space for an NAES Barber Shop, increasing morale and welfare of personnel in maintaining military grooming standards.
- PW Self Help constructed 13'x32' Fire Arms Training Simulator enclosure, in direct support for weapons handling/training for NMCB-21, Security & ASF personnel.
- PW Self Help constructed Commander-In-Chiefs Excellence Award cabinet, to showcase this prestigious award to all who contributed to winning it. Moved to each of Lakehurst's buildings for a week (like the Stanley Cup) so that all may see the award they earned.

### **Challenges Met**

In achieving the wide range of notable accomplishments and recognitions listed above, the Navy Lakehurst Team overcame numerous challenges through the past year. Undoubtedly, the most significant challenge we met was being able to meet our mission and remain faithful to the commitment to our people in the face of a constrained fiscal environment. As has been our heritage, you met this challenge head on. Leveraging a climate that recognizes the genius that resides in each member of our team, we, in concert with our teammates at CNRNE successfully applied our collective genius to these challenges, ensuring that our mission and our people needs were met. Innovations like the NJ Metro concept, increased non-Navy tenant impact funding, and realignments in base operating support programs to more effectively serve our core constituents not only allowed us to continue our unparalleled support to the Warfighter, but helped generate a significant and recurring asset that we could then return to our DoD enterprise. Clearly, our selection to again represent CNRNE in the Commander-in-Chief Installation Excellence Award competition is an acknowledgement of this success.

### **Future Challenges and Opportunities - The Way Ahead**

While each of you should be justifiably proud of your unique contribution to the many successes we have enjoyed and recognitions that we have received, we must not lose sight of the fact that we cannot afford to rest on these many laurels. We must continue to build upon the teamwork and innovation that fueled our accomplishments and gave us the determination to successfully meet the challenges of the past year.

In the coming year, Lakehurst will again be called upon to provide unparalleled support to the Joint Service Warfighters who rely on us as they sail, fly, or trek in harms way. Additionally, we must continue to apply the Lakehurst spirit of innovation and teamwork to freeing up resources (where possible) to assist in the continued funding of these Warfighters' current and future readiness. Along the way, we will continue to be faced with challenges that threaten to distract our attention from these two primary responsibilities.

The way ahead for us is simple in concept, if not in practice. We must continue to keep "The Main Thing" (our unparalleled cost-wise support for the warfighter) the main thing, balancing everything we do against the standard of whether it will contribute to the increased effectiveness and/or efficiency of our mission of ultimately contributing to *the delivery of combat power*. By doing this, we will continue to honor Lakehurst's *Heritage of Service* and continue to be recognized as DoD's *Model for the Future*.

In the coming year, NAES Lakehurst will again be looked upon to lead the way, in this case in successfully implementing the National Security Personnel System (NSPS). Among CNI's 16 world-wide regions, 98 subordinate commands, and 26K civilian employees, NAES Lakehurst alone was selected to lead the way and "write the CNI playbook" for successful implementation of NSPS. Along with the challenge of serving as CNI's lead in this endeavor, we have a unique opportunity to influence the final configuration of NSPS. In order to take full advantage of this opportunity, it is incumbent that those involved in the Spiral 1.1 rollout become intimately familiar with the proposed NSPS regulations, take full advantage of the available soft skills/implementation training, and the in place NSPS feedback mechanisms that are already in place. I have every confidence that Lakehurst will excel in this endeavor as we have in previous ones.

Finally, I believe that as we have experienced in the past year, the coming year will, through new and strengthened partnerships, bring new and increased mission activity to Navy Lakehurst. Our proven ability to successfully integrate (in mission and impact cost recoupment) new tenants and/or increased missions from current tenants, that are compatible or

enhancing to those already here, will continue to serve us well in meeting the challenges and fully realizing the opportunities these missions will bring.

It remains a high privilege to serve you as CO of this "ship" we all "sail" aboard. I thank you for your unqualified support during the past year and look forward to working with each of you to achieve even greater success in the future.

V/r,  
*CO*

**CAPT Mark L. "Monk" Bathrick, USN**  
***Commanding Officer***  
**Naval Air Engineering Station Lakehurst**

*Navy Lakehurst - "A Heritage of Service, A Model for the Future"*

2004 COMMANDER-IN-CHIEF'S INSTALLATION EXCELLENCE AWARD.  
2004 Dale Carnegie International Leadership Award.  
Navy Meritorious Unit Commendation, 2004.